Local Government and Schools

Although most high school students take courses in civics or government, they receive little exposure to the role of local government, its impact on the quality of life in communities, and how citizens can affect government decisions. Yet, local government is the most open level of government to citizen involvement, and has the most direct effect on the people it serves.

The City has developed very effective partnerships with local school districts in the areas of public safety, parks and recreation, and child care. This strong cooperation has not yet extended to include issues such as local government curriculum. Even so, the City has worked with specific schools and teachers to include topics such as environmental protection, library use, and fire and crime prevention.

Educating students about local government, therefore, can lead to greater civic involvement and awareness throughout students' lives. In addition, as current and future users of City programs and services and a population that will feel the long term effects of City policies, students are an important constituency which should be represented in City processes. The City would like to increase communication with teachers and school districts to include local government in school curricula at all levels of education.

Students and community organizations have worked independently to increase student involvement in community affairs. A leadership program for high school juniors, "Tomorrow's Leaders Today," sponsored by Leadership Sunnyvale, was begun in 1993 and is designed to help a diversified group of youth acquire skills and become active leaders of the future.

The League of California Cities sponsors a local government initiative for high school teachers throughout the state, and the City has sponsored eight participants from Sunnyvale.

Employers and Employees

Refer to Policy 7.2B.4
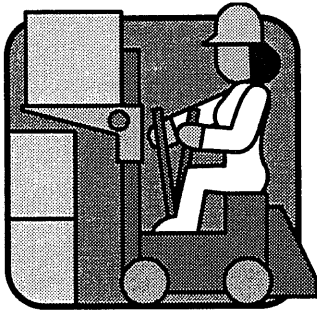
Sunnyvale has been the lead agency for the North Valley Job Training Consortium (NOVA) since it was established in 1983 in accordance with the federal Job Training Partnership Act. The program funds are administered by the Private Industry Council, a community policy making body. NOVA provides training and placement services directly to companies and employees and trains employers in worker services.

A significant proportion of workers holding jobs in Sunnyvale are not residents of the City. These employers and employees are members of the Sunnyvale community in that the individuals and their organizations contribute to daily life in Sunnyvale, often frequent the local commercial establishments, and use City services. Sunnyvale's industrial and commercial community is an important constituency for public involvement, and the City will need to focus on partnerships with business to optimize employer and employee involvement in the community. Partnerships between the City and industry to address community concerns are also discussed in the Socio-economic Sub-Element.

Many large companies, especially in high technology industries, are located in Sunnyvale. The trend from the late 80's through the early 90's has been downsizing of these big companies, thus reducing the daytime population of workers in Sunnyvale. This movement towards smaller work forces and budgets is not expected to fully reverse itself, even with improvement of the national economy and conversion of defense related industries.

As a result of changing economics and ways of doing business, the nature and amount of interaction between City Hall and the industrial community has also changed. Companies have fewer resources to contribute towards cooperative efforts with the City; on the government side of the issue, the City has less ability to support and nurture industry than it did in the past. This issue would be addressed, for example, if the City were to consider investing in a high technology communications infrastructure to benefit government, businesses and residents.

Philanthropy

Columbia Neighborhood Center

Advanced Micro Devices, a major semiconductor manufacturer located in Sunnyvale, is contributing $1 million to a $3.5 million proposed Neighborhood Youth and Family Center, to be located at Columbia Middle School. This project is a collaborative effort between the City and the School Board. Its intention is to become a model for service hubs and centers for community participation at the City's middle schools.

As businesses in Silicon Valley mature and become more established, their role as active partners in addressing community issues can grow. This can take many forms, ranging from corporate employee volunteer programs, active involvement in the development of public policy, and corporate philanthropy. Although major changes in the region's economy occurred in the 1980's and 1990's, new industries have grown and taken on the leadership role for corporate giving. These industries have included high technology businesses which have emerged from their intense start-up and growth phase and are able to devote corporate attention to their place as community institutions.

Fluctuations in the amount of giving by businesses is natural due to business cycles and changes in the economy, yet the overall trend is increasing involvement and levels of giving. The region already has many collaborative fund raising and philanthropic efforts, such as the United Way, the Community Foundation of Santa Clara County, various educational foundations and other federated giving. These have served to increase the overall level of contributions by citizens and businesses in the region, although the distribution of funds has become more diverse as well.

Innovative partnerships with local governments, corporations and community organizations will grow in importance as each partner looks for effective solutions to provide greater leverage of resources to meet community needs. The City has played an active role as a catalyst and facilitator to encourage corporate and government grants, and should continue to enhance this activity in the future in order to augment the City's capability to address pressing needs in Sunnyvale and stretch its capability to provide services.

POLICY MAKING AND PROGRAM PLANNING

"Effective and meaningful planning must be the product of a "bottom up" community-based process. Planning based on this principle holds the most promise for long-term benefits for all members of the community."

The Bronx Center Steering Committee, "A Report to Bronx Borough President Fernando Ferrer," May 1993

Once a foundation of generally informed and involved citizens is available, it is crucial to bring community members into the governmental process for policy making and program planning to assure that decisions reflect the goals and needs of the community and affected populations. Jeffrey Berry, Kent Portney and Ken Thomson discussed the importance of citizen involvement in policy making in *The Rebirth of Urban Democracy,* asserting that citizens who are involved in decision making are compelled to consider interests beyond their own and thus be more open to change; ultimately, change is most effective, when those affected are included in the decisions (Berry, J.M., Portney, K.E., and Thomson, Ken, *The Rebirth of Urban Democracy,* The Brookings Institute, 1993).

The City uses a variety of methods for involving community members in policy making and program planning processes. These encompass all levels of community participation, from the most basic of encouraging residents to register to vote and participate in elections, to becoming fully involved partners through panels and community organizations.

Involving the public in City policy making can be a difficult challenge, and input requires extensive effort from the City and the community members involved. For participation to be effective, the City is obliged to inform citizens of policy issues, provide accessible methods for involvement, and consistently commit time and resources while keeping an open attitude to new suggestions. For citizens, it takes a significant amount of time and commitment to learn about issues and how to become effective participants in a complex process. Due to the level of commitment required, efforts to involve the community in decision making are vulnerable to special interest groups who are able to devote time and effort, yet are not necessarily representative of the entire community.

There is no single "best" method of obtaining community input on policy decisions; usually a combination of approaches is most effective to gauge community opinions on issues of concern. These methods include public meetings, surveys, special committees, and

informal feedback to allow for both in-depth input from key individuals and groups, and a broad range of opinions and viewpoints from community members who may not necessarily be representing organizational interests.

Refer to Policy 7.2C.1

Volunteers for boards, commissions and task forces are recruited through the City's Volunteer Services Program. The City recognizes the need to recruit representatives from all populations in the community to assure community-wide outreach. Achieving adequate representation of the community in citizen input is an ongoing challenge for the City, given a wide range of levels of interest in local government and involvement, and the social trends which have limited the time available for citizens to become involved.

City policies for citizen involvement and participation, especially in the policy-making process, are also discussed in the Legislative/Management Sub-Element of the General Plan.

Boards and Commissions

Board and commission members feel that their three most important roles are to help identify community issues, to enable citizens to participate actively in the governmental process, and to bring diverse views together

1989 Board and Commission Members Survey

The most direct form of involvement in local government decision making is through service on a citizen board or commission. As appointed officials, citizens serving on panels are responsible to the City Council primarily as policy advisors, although some boards have decision-making authority. Boards and commissions are involved in the annual Council agenda-setting process and regularly make recommendations to Council on issues of concern. Some boards and commissions have decision-making power on certain issues. All boards and commissions act as a structured, formal format for community participation in significant policy issues.

The table below lists Sunnyvale's existing boards and commissions and describes when they were established, whether they are charter or non-charter, the number of members, and their status as an advisory or a decision making body.

Table 7.2-3: Sunnyvale Boards and Commissions

Board/Commission	Charter Status	Date Est.	Size	Purpose
Arts Commission	Non-charter	1980	5	Advisory
Bicycle Advisory Committee	Non-charter	1980	7	Advisory
Board of Building Code Appeals	Non-charter	N/A	5	Advisory
Child Care Advisory Board	Non-charter	1990	17	Advisory
Heritage Preservation Commission	Charter	1980	7	Advisory & Decision making
Housing and Human Services Commission	Non-charter	1973/1976	15	Advisory
Library Board of Trustees	Charter	1914	5	Advisory
Parks and Recreation Commission	Charter	1940	5	Advisory
Personnel Board	Charter	1949	5	Advisory & Decision making
Planning Commission	Charter	1929	7	Advisory & Decision making
Private Industry Council	Non-charter	1983	18	Decision making

The City Council may appoint ad hoc committees for the purpose of advising on specific issues such as major land use decisions and General Plan sub-elements. The City Council also appoints citizens to serve on County-level or regional boards to represent the Sunnyvale community.

"If we [planning commissioners] all looked at ourselves as representing a particular group or area, we'd all be antagonists instead of protagonists for the good of the whole."

Kirby Trumbo, Clark County, Nevada, Planning Commission Vice Chair, "For the Record: Planning Commissioners Speak Out," *Planning*, Ruth Knack and James Peters, August 1984

IMPACT OF BOARDS AND COMMISSIONS

Under the City's Planning and Management System, boards and commissions have a significant role in the legislative process. Board and commission responsibilities and the legislative issue planning process are described in detail in the Legislative/Management Sub-Element of the General Plan.

The City Council occasionally holds joint meetings with boards and commissions, as necessary, to discuss goals, budget and legislative priorities, and other issues in the board or commission's particular subject area. The boards and commissions participate directly in the City Council's annual process to identify high priority community issues for City consideration. This process leads to the development of the Study Issues Calendar for the Council, which also frames the key issues for board and commission work plans.

Since many issues must be reviewed by boards and commissions before a decision is made by Council, each advisory board develops a work plan, scheduling review and recommendation of each issue. The board and commission master work plan is approved by the City Council. In addition to specific legislative issues, boards and commissions are requested to provide advice and decisions on other policy implementation areas which may arise throughout the year such as special development permits, zoning changes and building code revisions. Board and commission meeting minutes provide a crucial source of information for Council in evaluating legislative considerations.

RECRUITMENT AND TRAINING

The City Council strives to appoint a diverse membership on boards and commissions to reflect the entire community. In an effort to create an effective board and commission program, the City Council has continuously worked toward a visible and concentrated recruitment effort, and adopts annual recruitment plans to expand the pool of qualified applicants for appointment.

The Volunteer Services Program coordinates recruitment and training for boards and commissions. Recruitment drives are held in spring and fall for all upcoming board and commission vacancies.

Training of board and commission members begins during the recruitment process with orientation sessions for potential applicants to inform them about public service and the appointment process. Training of members is provided by staff and through a handbook provided to each new appointee. A 1989 survey of board and commission members showed that 40% of respondents felt that training and orientation of members were not sufficient. The City will

The annual legislative calendar is an ongoing process of public input. During the year, as needs, ideas, or opportunities are identified by citizens or groups, they are added to the list of items for Council and public review at the year's end.

Board and commissions contribute and rank items at public hearings, and the Council itself holds a public hearing on the overall list in November prior to its own decision making on priorities. This process has steadily evolved since 1980 to include more input, more involvement, and more public understanding of how it works and the value it provides to the City of Sunnyvale.

Community Participation Sub-Element

need continuing assessment of both recruitment and training to assure effective boards in the future. Nevertheless, 80% of respondents indicated that they felt comfortable with their duties as commissioners within the first year of service.

Public Input

Refer to Policy 7.2C.4
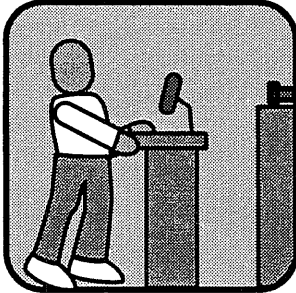
When developing policies which address issues of high sensitivity or which affect a specific group or significant portion of the population, the City solicits input from a wider spectrum of the population than its advisory committees. The Community Relations Office works with staff to design public participation plans which reflect the needs of target populations and which maximize information to and input from affected individuals or groups.

Citizen involvement efforts can include public meetings, workshops with individuals or community and neighborhood groups, surveys, and other activities. Citizen participation on this level is also used to focus and facilitate service delivery and public information; it is an important policy-making tool for the City in that it provides decision makers with a means of understanding public opinion and community needs.

Refer to Policy 7.2C.3

Use of City staff to facilitate community involvement in policy making and program planning enhances the quality and effect of community input. When adequately trained and briefed on relevant issues and community involvement methods, staff members act as an important medium for obtaining widespread input from individuals and community groups. Staff can work effectively with community organizations and networks to maintain contact and feedback between City Hall and the Sunnyvale community.

Trends in public attitudes towards politics may present a challenge to staff and elected officials to preserve citizens' trust in the political process and continue effective public input in policy making. A study conducted in 1990 and 1991 by the Kettering Foundation shows that citizens in focus groups across the country felt that they are denied effective access to the political process.

Citizens feel that the issues being discussed are not relevant to their concerns and needs; that mechanisms for public expression provide little opportunity for two-way public discussion between citizens and officials; that they are unaware of opportunities to express their views; that politics are driven by special interest groups to the point where an individual's concerns are irrelevant; and that public officials are

more concerned about their own interests than the common good. This overall lack of trust in politicians and the political process discourages citizens from contributing their time and energy to participating in policy making. City staff and elected officials must confront these perceptions in order to preserve the dialogue between citizens and decision makers that is essential to the policy-making process.

Refer to Policy 7.2C.5

CITIZEN ADVISORY GROUPS

Citizen advisory groups provide input on specific policy issues of high sensitivity or magnitude. Some advisory groups are established at the request of Council; others are created by staff to advise on an issue before it is brought to Council. Use of advisory groups is also included in the community participation plans developed for individual projects.

Citizen advisory groups can take the form of task forces, which are formed to complete a specific task, such as a set of recommendations; and focus groups, which concentrate on in-depth discussion of specific issues. Representatives of interested or affected citizens, organizations or businesses are invited to join advisory groups; temporary committees then provide contact points to gauge community perspectives and gather information. When a policy issue is one of ongoing concern for the City, advisory groups may be established as standing advisory boards to Council and staff. These standing boards meet regularly or as needed to discuss issues related to a specific area or topic of concern.

The City Council has used advisory groups to review the City Charter; to provide outreach on the future of Moffett Field when the U.S. Navy leaves the property; to develop recommendations regarding the impacts of regulations on fees or business; to plan neighborhood networks, and to review and advise development of General Plan sub-elements.

SERVICE DELIVERY

A strong national interest in reforming government at all levels grew in the 1990s. Book such as Reinventing Government by David Osborn and Ted Gabler cited success stories of public agencies which were able to deliver results. The City of Sunnyvale was among the agencies cited for its commitment to results through measurement and accessibility.

The most common contact citizens have with City government is as customers of City services. Sunnyvale has gained a reputation of being a city oriented to "customer service," i.e., addressing the needs of the community in a responsive, efficient and effective way. How telephone inquiries are handled, how knowledgeable and helpful employees are in providing information, and how the City addresses citizens' concerns and complaints will negatively or positively affect community perception, and therefore their interest in participation.

For many citizens, City Hall can be perceived as confusing and impersonal. In addition, hostility towards government in general has created the perception that public agencies are not serving the needs of the people. This perception has probably played a role in increasing voter apathy, and shaping how citizens choose to participate in the governmental process. City program managers responding to a 1993 survey emphasized improved communication between citizens and staff as a way to enhance service delivery.

Sunnyvale continues to provide City services in a cost effective manner which is both accessible and sensitive to the needs of citizens. Overall, Sunnyvale has earned a national reputation for effective municipal management and high quality services, a reputation which contributes to a strong community identity.

Service Accessibility

Refer to Policy 7.2D.1

Access to City staff and services is a key to a conducive environment for community participation. The question of accessibility includes a range of issues, including physical, language, cultural, cost, and scheduling considerations. The specific needs of potential users must be considered in planning City programs and services; this user population could include, for example, all residents, the business community, adolescent youth, citizens over the age of 65, residents who have lived in this country for under one year, or residents in one section of the City.

Community education and involvement in planning and evaluating programs, services and activities will contribute to greater levels of access to them. Accessibility, however, has a clear relationship with the level of demand for services. The goal of the City, therefore, will

be to achieve a balance between reasonable, fair and effective access on one hand, with the ability to use available resources to provide it.

The City enters partnerships with community groups in providing recreation activities to leverage community participation and service delivery.

There is a long history of participation between the City and clubs such as sports leagues and stamp clubs in which the City provides the use of facilities to groups providing recreational activities for community members.

Recreational activities can be a source of citizen involvement, increasing the importance of easy access to parks and recreational facilities for all residents.

ACCESSIBILITY OF INFORMATION

By State law, public documents are available at the City Clerk's office and source departments for citizen review. A compendium of public documents is also maintained in the Library in order to facilitate citizen review of public records and provide a resource for interested residents. Opportunities for on-line access to public records may be available in the future; the City will need to evaluate these opportunities in light of access, cost, and information security considerations.

Public demands for access to information and services are continually evolving, as evidenced by laws such as the California "Brown Act," which protects public access to legislative processes. Other examples of laws which ensure citizens' rights to information access are the Public Records Act and Proposition 73, passed in 1989, which limits the advantage of incumbency for elected officials. City policy also mandates access to information; for example, Action Statement 7.3I.5a in the Legislative/Management Sub-Element directs storage of documents in the most appropriate medium to ensure accessibility, depending on the demand for information.

PHYSICAL ACCESSIBILITY TO
CITY FACILITIES AND PROGRAMS

The Americans with Disabilities Act (ADA) of 1990 requires that City-sponsored programs and City facilities be physically accessible to people with disabilities. A survey of City-owned facilities was completed in 1993 to identify physical barriers to access. Some sites and facilities were found not to be fully accessible, since many facilities were constructed to meet a different set of standards. Most City facilities comply with state codes and were considered accessible under pre-ADA standards. The City is in the process of modifying facilities to remove physical barriers to access, and allocated more than $1 million to the project.

The City Hall, Library and Public Safety Department are located in the Civic Center complex with good access to public transportation and major thoroughfares. The Community Center is located a mile and a half from the Civic Center and is also served by two County bus routes. The Raynor Activity Center is somewhat isolated from other parts of the City. Most residents are in close proximity to neighborhood city parks and programs. The Sunnyvale parks and open space system is built on the neighborhood park concept, whereby most residences are within convenient walking distance of an open space area. Each of the City's 17 parks provides a variety of recreational opportunities.

CULTURAL ACCESSIBILITY

As Sunnyvale becomes more heterogeneous, cultural needs will become increasingly important considerations in planning of City programs and services. From the standpoint of service delivery, cultural diversity goes beyond traditional population groups; the concept of "diversity" relates to age, employment status and income, family structure, race, ethnic heritage, and lifestyle.

City staff must address cultural issues on two levels. The first level is the type of service or program needed. Program activities and procedures must be analyzed to determine whether or not they are continuing to address the needs of the community, and how they can be modified to serve the changing population. The second level is the outreach and feedback mechanisms used to market and evaluate services. Demographic changes can affect outreach and feedback methods to the point that those which were appropriate in the past are no longer as effective.

LANGUAGE ACCESSIBILITY

Language accessibility is a consideration on both levels of cultural accessibility. Approximately one quarter of Sunnyvale's population speaks languages other than English at home. Demographic trends predict that Sunnyvale's population will become increasingly diverse, with a potentially growing number of residents who speak languages other than English as their primary language.

Currently, City staff with multilingual capabilities are identified, and they are available to translate information when necessary. The Department of Public Safety uses multilingual dispatch personnel and translation services provided by the State of California for emergency calls. The City's Human Resources Department is responsible for identifying and coordinating multilingual staff capabilities.

Translation of informational materials is currently limited. The Library provides multilingual collections through grants from the State. The Library's multilingual collection has a high turnover, indicating a demand for materials printed in other languages. Sunnyvale Community Services (a nonprofit human services agency) also prints informational brochures in Spanish. Overall, there is a perceived need for increased multilingual informational materials; expansion of the City's multilingual capabilities would be a significant step towards increasing the diversity of representation in community participation. While the basic language of discourse, records and official business in Sunnyvale will continue to be English, it is important to reach out to citizens and be responsive to their needs by communicating in the appropriate language when delivering direct, person to person services such as public safety.

The issue of language accessibility also addresses the question of terminology and the use of technical language. From a customer service perspective, it is the responsibility of the City to communicate effectively with citizens in terms they can understand. Citizens can be sensitive to the use of technical "jargon" and feel intimidated by staff and officials who do not communicate in simple terminology. Use of technical language can increase citizens' sense of isolation from City Hall and make them less willing to participate in local government.

In 1990, Leadership Sunnyvale studied methods for strengthening communication within the community. The class recommended that the City use simple terminology and appropriate graphic design in all publications and announcements.

SCHEDULING AND LOCATION

Scheduling and location are important elements of accessibility when the City is considering the needs of its program users. Inconvenient scheduling or location can prevent individuals and groups within the population from participating in City programs or using services. Scheduling and location needs are currently addressed in program action plans on a case-by-case basis. Development of specific mechanisms to ensure accessibility in schedule and location will help maintain the consistency of access to programs and services and improve overall customer service. At the same time, the improved accessibility of services could generate demand in excess of the City's ability to provide them. The City, therefore, will consider the impact on demand when planning the most effective time, place and method for programs and services.

Staff and Council Accessibility

Refer to Policy 7.2D.2

INFORMATION CENTERS

For many citizens, their first point of contact when seeking a City service is the City Hall Information Center, located in the main lobby of City Hall. The Information Center was established in 1971 to provide information and referral services for members of the community. The center receives approximately 35,000 contacts per year by telephone or in person.

The City Hall Information Center facilitates citizen access to all City services and programs. The main role of the Information Center is to direct citizens to the proper City department to serve their needs. Citizens can also use the Center sign up for City programs, obtain information about employment opportunities, and pick up informational brochures produced by the City and outside agencies. The City Hall Information Center is also a City-wide citizen feedback system. As the first contact point for citizens, the Center should be monitored regularly for emerging citizen issues.

Other information centers are located at various City facilities. Although most citizen contacts at these centers are related to their specific programs, they represent both a challenge and an opportunity to provide general information about the City, reinforce customer service values, and gain feedback from the public. These other centers include the Sunnyvale Community Center, the Senior Center, the Library, the Public Safety Building, and the Sunnyvale Chamber of Commerce. In recent years, the Community Relations Office has developed a program of rotating displays in several of the information centers to provide another mechanism for ongoing public information about City services.

The City also operates a One Stop Permit Center, staffed by the Community Development Department and the Department of Public Works. The One Stop Permit Center is well known throughout the Bay Area and California, and receives visitors from other cities and countries who come to observe the Center's operations.

CITY COUNCIL

The City Council is the most visible link between City Hall and the community. Citizens view councilmembers not only as the City's political leaders, but also as important vehicles to communicate concerns about City services; the need for new programs; or to receive City support for individual or community participation efforts.

In addition to having the opportunity to address Council during its weekly meetings, citizens can contact councilmembers at home or by scheduling informal meetings. The Mayor maintains public office hours at City Hall for individuals or organizations who would like to discuss a City issue or concern. Citizen phone calls or letters received by the Mayor/Council Office also receive response or follow-up actions.

Council meetings are cablecast via KSUN, the municipal cable channel. Videotapes of the meetings are available for check-out at the Library for home viewing. Audio tapes of Council meetings are official records, and citizens can easily arrange to have them copied through the City Clerk's office.

Citizen Feedback
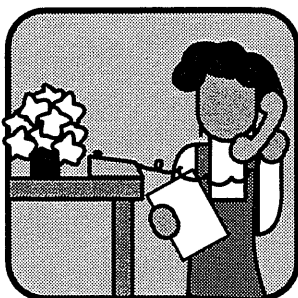
Improving responsiveness to customers is an ongoing task for City staff. A customer service committee established in 1992 develops and monitors departmental customer service action plans to enhance service response.

Many citizen complaints or concerns received by the City regarding service delivery are usually in the form of a request for some type of City action or intervention. Complaints are communicated to the Council, City Manager, and/or the appropriate City department. Service complaints are normally resolved by providing citizens with information or scheduling follow-up action or enforcement. If necessary, a return phone call or letter regarding the status of follow-up is also provided.

Signs are posted at all public service areas throughout the City encouraging citizens to contact Department Directors regarding any complaints or suggestions in improving service delivery. Feedback forms are also located at public counters throughout the City and collected by the Information Center; responses are summarized twice per year.

Customer satisfaction and feedback is increasingly used as a measure for the effectiveness of City service delivery. Performance indicators for specific program budgets now track customer complaints, problem resolution and citizen satisfaction, and they are used to evaluate and modify program operations and services.

Solicitation of comments from the community also requires responses from the City. Response procedures to citizen concerns are included in each department's plans. Concerns related to customer feedback are time and budget limitations and effectiveness of methods (i.e., appropriate use of technology, allocation of resources, cost effectiveness). City staff continues to evaluate response mechanisms in light of these considerations and changes in available technology, population demographics, and other relevant factors.

COMMUNITY IDENTITY

A community's identity influences citizens' willingness to become involved and, ultimately, the ability of the City to accomplish its municipal goals. Citizens must take pride in their community, or have faith that they can make a difference in order to participate and feel that they have a stake in the future. In addition, citizens must have a sense of the community to which they belong in order to be interested in participating in the community's life. Sunnyvale's goal is to create a community in which citizens are able to take action to maintain and enhance their quality of life. Taking responsibility for their community's future increases citizens' sense of empowerment and community ownership; this further enhances a citizen-driven sense of community identity.

Community identity affects a range of factors, from citizens' willingness to participate to the City's ability to attract new business, which in turn affect the character of the community and its identity. Almost every community has some type of identity; the issue first is determining if that identity accurately reflects the community and its people and whether it is an asset or a liability in promoting community participation; and second, developing methods to strengthen positive characteristics of the identity and mitigate negative ones.

Sunnyvale's location in the Bay Area – a region touted as one of the most livable in the world – provides the city with an important advantage. Sunnyvale's location in Silicon Valley, the hub of the world's electronics industry, and its proximity to San Francisco and a variety of recreational and cultural attractions are also major assets.

Sunnyvale has been recognized in the the 1980's and 1990's as the "Heart of Silicon Valley." The City's growing reputation for efficient, service oriented government which closely addresses the needs of the community also enhances Sunnyvale's identity.

Sixty-eight percent of respondents to a 1989 Board and Commission survey had lived in Sunnyvale for more than 10 years; 30% had lived here for more than 20 years.

Sunnyvale's population profile is both an asset and a liability from the standpoint of community participation. A large segment of the community has lived in Sunnyvale for more than 20 years; longevity increases citizen ties to the community, which serve as a basis for fostering civic pride and heritage identification. Long-time residents can be over represented in community participation, and thus can make other residents feel removed from City government or create a perception that newer residents are not a part of the City's identity. While long-time residents can enhance a community's sense of

identity, it is important that the City's identity is able to reflect its changing population. It will be a challenge to include more recent residents in developing community-based problem solving.

A city's physical identity is dependent on its overall community design and its system of gathering places and landmarks which act as focal points for citizens and outsiders. Sunnyvale's lack of notable institutions, physical landmarks or tourist attractions creates a challenge for enhancing its community identity. Sunnyvale's physical layout and architectural style is similar to neighboring cities, thereby making it difficult for outsiders to geographically distinguish Sunnyvale from other communities.

While many communities are identified by their unique physical features, Sunnyvale is known for its reputation of efficiency, responsiveness and customer service in municipal government. This reputation helps build relatively positive attitudes towards government and creates a civic identity which can help to encourage citizen participation in a positive way.

Community Recognition

Recognition of the City and individuals within the community helps create a positive and unique identity. Community and municipal achievements in Sunnyvale have brought recognition to the City in the form of numerous local and national awards. Sunnyvale also received national recognition in 1993 when President Clinton visited the City to bring attention to its efforts towards cooperation with private industry, employment development, customer service and efficiency.

The City has established a number of awards to recognize citizen contributions to the community. The City presents annual awards for Outstanding Businessperson, Outstanding High School Senior, Public Safety, Awards of Valor, Environmental Awards for Business, and the Distinguished Citizen of the Year. The City also makes a point of promoting and recognizing the accomplishments of individuals and organizations which have brought exposure to the City.

Community Events

Community-wide celebrations and events serve as forums for citizen interaction while bolstering civic pride and establishing important community traditions. The Community Relations Office has produced the annual State of the City event since 1981, which recognizes citizen achievement in the City. The Department of Parks and Recreation coordinates a wide range of community events and works in partnership with businesses and community organizations to produce a variety of activities which help promote community identity and involvement. Major events include the Hands on the Arts celebration, the Harvestfest, the Eggstravaganza, Sunnyvale Day at the Giants and the Chamber of Commerce Art and Wine festival.

The City is especially interested in increasing its facilitation role to help community members plan and hold special events which provide vitality and identity to the community. Using this approach, the City can leverage its ability to celebrate Sunnyvale and strengthen the community's role in producing events and activities.

Regional Role

As local and regional issues, problems and solutions become increasingly interrelated, the involvement of a community within its region becomes more necessary. Sunnyvale's community identity helps to determine its role in Santa Clara County, the South Bay and the Peninsula, and the wider Bay Area. The City must also address its role regarding state and national issues as well, especially inter-governmental finances between levels of government. Increased regionalism provides opportunities for sharing of information between communities and enhancement of the City's external and internal identities.

COMMUNITY CONDITION INDICATORS

FY 1993-94

Community Education

1. Number of local newspapers
   regularly serving Sunnyvale 6

2. Number of CATV subscribers 24,715

Community Involvement

3. Voter turnout in municipal elections . . . . 38 %

4. Number of volunteers enrolled in
   City Volunteer Services Program 873

Policy Making and Program Planning

5. Number of eligible applicants for
   spring board and commission recruitment 36

Service Delivery

6. Number of citizen contacts at
   City Hall Lobby Information Center 34,990

7. Number of City co-sponsored
   recreation organizations 33

Community Identity

8. Number of community-wide special events
   sponsored or co-sponsored by the City 7

GOALS, POLICIES AND ACTION STATEMENTS

Introduction

The Community Participation Sub-Element of the City of Sunnyvale General Plan establishes a set of integrated goals, policies and action statements which guide decision making and lead toward the active involvement of residents, community organizations and businesses in shaping their future and the future of their city.

The goals, policies and action statements within this sub-element are based on the following assumptions:

1. Community participation is an essential method for local government to identify and respond to citizens' concerns and needs, and therefore improve the effectiveness of municipal services and policy-making processes.

2. With a significant level of collaboration among the City, its residents, community organizations and businesses, community participation can become a method for community problem solving. Creation and maintenance of partnerships with individuals and organizations will help facilitate self-resolution of issues and address needs within the community.

3. Citizens need comprehensive and usable information about City resources, programs, services and policy-making processes as well as financial, legal, and other constraints in order to effectively participate in governmental processes.

4. Involvement of citizens in their community and local government helps enable the City to effectively meet the needs of its residents.

5. Active participation by citizens develops a sense of commitment to their community and its improvement.

6. Citizen input in the decision-making process is crucial in order to ensure that City programs and policies reflect the needs and goals of the community and therefore reduce the risks and costs associated with actions unsupported or opposed by the community.

7. Because government resources are limited, citizen participation can help achieve creative and responsive solutions which can leverage combined community resources as well as reduce demand for public services.

8. The level of access to City officials, staff, services and documents affects the extent to which citizens are involved in their community, feel that it serves their needs, and are able and willing to participate in civic affairs.

9. Citizens must have a sense of the community to which they belong in order to be willing to participate in the formation of its future and for local government to serve the citizens' needs. The development of a positive and healthy identity reinforces the ability of community institutions and citizens to become involved, stay informed, and work towards common community goals.

10. Finally, limited public resources will require clear focus on methods and results of communications programs and technology to reduce cost and duplication of effort.

Community Education

Goal 7.2A
Achieve a community in which citizens and businesses are informed about local issues and City programs and services.

Policy 7.2A.1 - Community Networks
Use community and business organizations and networks as a resource for community education and outreach.

7.2A.1a   Encourage the development and support of community organizations and networks for public information.

7.2A.1b   Provide community organizations and networks with and encourage distribution of information regarding City events, programs and services.

7.2A.1c   Work with local institutions, school districts, and other public agencies to develop informational networks serving the community.

Policy 7.2A.2 - Information Distribution

Publish and distribute information regarding City programs and services, City Council actions, and policy issues.

7.2A.2a	Produce a periodic comprehensive publication on City affairs that is distributed to all City residents and businesses.
7.2A.2b	Identify citizens, community organizations and businesses affected by significant City actions and decisions and ensure that they receive timely and appropriate information about participation in the decision-making process.
7.2A.2c	Evaluate periodically City public information materials, activities and plans, using surveys, focus groups, or other means to assess effectiveness, minimize duplication, maximize cost-effectiveness of information distribution, and respond to community needs.
7.2A.2d	Assess periodically the impact of public information materials and activities about City programs and services on public demand for City services, especially for those which are not self-supporting.
7.2A.2e	Provide outreach and staff involvement through mechanisms such as a speakers' bureau to provide information to community organizations.
7.2A.2f	Develop and regularly update a coordinated database for information distribution.

Policy 7.2A.3 - Media Relations

Encourage comprehensive media coverage of City actions, services and programs.

7.2A.3a	Provide news media with timely and comprehensive information regarding Council actions and City information of interest to the general public.
7.2A.3b	Assist the news media in receiving information and access to the City Council, staff, and documents for the coverage of City issues.

Policy 7.2A.4 - Appropriate Technology

Identify communications media and telecommunications technology which are appropriate and cost effective to provide information to and access for the community.

7.2A.4a   Monitor telecommunications technology and policy developments and evaluate their potential impact on cable television programming and other public information activities to improve communications, reduce duplication of effort, and enhance cost-effectiveness.

7.2A.4b   Develop a telecommunications policy to guide utilization of technology for public participation and citizen involvement.

Community Involvement

Goal 7.2B

Achieve a community in which citizens and businesses are actively involved in shaping the quality of life and participate in local community and government activities.

Policy 7.2B.1 - Planning and Implementation

Plan for and encourage citizen involvement in the development and implementation of City and community programs and services.

7.2B.1a   Continue to provide support for citizen participation in City programs and services and develop materials to assist involvement.

7.2B.1b   Promote involvement of businesses in community activities and services.

7.2B.1c   Work with local school districts and community organizations to encourage student involvement in local government and community activities and issues.

7.2B.1d   Promote public awareness and understanding of financial and other constraints on municipal services, and involve citizens to identify solutions which balance public demand for services with the limited resources available.

Policy 7.2B.2 - Volunteerism
Encourage citizen volunteerism in community affairs.

7.2B.2a   Continue to evaluate the use of volunteers as a method of maintaining and/or enhancing municipal service delivery and as a means for building a stronger community.

7.2B.2b   Identify opportunities for citizens and mechanisms for volunteers to maintain and/or enhance City programs, services and communication, as well as other community efforts.

7.2B.2c   Publicly recognize citizen involvement, contributions and achievements.

7.2B.2d   Support City and corporate employee involvement in community activities.

7.2B.2e   Support community efforts to implement effective volunteerism.

Policy 7.2B.3 - Community Organizations
Support local and neighborhood organizations and strengthen contacts between the City and community groups.

7.2B.3a   Identify and strengthen contacts between the City and community organizations.

7.2B.3b   Coordinate City neighborhood programs and outreach to improve support, communications and effectiveness.

7.2B.3c   Create or support the development of a directory of community organizations.

Policy 7.2B.4 - Community Self-reliance
Encourage and support the development of greater community self-reliance for problem solving through effective community and neighborhood organizations.

7.2B.4a   Identify and support mechanisms to strengthen the capability of community organizations to achieve community-wide goals.

7.2B.4b   Encourage grass-roots efforts to identify and develop solutions for community problems.

Policy 7.2B.5 - Partnerships

Foster partnerships and relationships among public institutions, business and industry, community and service organizations, and the City to address community issues.

7.2B.5a   Support communication among various segments of the community to create and strengthen relationships.

7.2B.5b   Identify and build on opportunities for partnerships between the City and the community which can leverage resources to meet community needs.

7.2B.5c   Facilitate the development of relationships and partnerships among community organizations and the business community to achieve community goals.

Policy 7.2B.6 - Philanthropy

Encourage citizen contributions and business volunteerism, involvement and philanthropy to support community programs and activities.

7.2B.6a   Seek opportunities for the City to be a catalyst to increase the frequency, amount and impact of contributions from citizens, community organizations and businesses.

7.2B.6b   Facilitate the ability of businesses to support or supplement public resources to achieve community goals.

7.2B.6c   Publicly recognize business community involvement, contributions and achievements.

Policy Making and Program Planning

Goal 7.2C

Assure that City services, programs and policy decisions are responsive to community input and feedback while recognizing the limits to the City's ability to expand municipal services.

7.2C.1 - Representation

Plan for and encourage an appropriate cross-section of the community when obtaining public input for policy decisions.

7.2C.1a   Develop specific criteria and plans to obtain a diversity of representation in citizen participation activities.

7.2C.1b   Encourage a diverse pool of applicants for membership on boards, commissions and task forces to reflect the appropriate cross-section of the community.

Policy 7.2C.2 - Notification and Access

Ensure that appropriate and effective public notification and access, in accordance with City Council policies, are provided to enhance meaningful community participation in the policy-making process.

7.2C.2a   Notify appropriate citizens and community groups about opportunities for involvement in policy making and program planning.

7.2C.2b   Ensure that all public board, commission and Council meetings provide an opportunity for public input and involvement.

7.2C.2c   Provide opportunities for the private sector to participate in the development of relevant public policy decisions.

7.2C.2d   Ensure that public notification measures are proportionate to the magnitude and public sensitivity of issues, in addition to the minimum legal and policy requirements for notification and access.

Policy 7.2C.3 - Staff Role

Use City staff as facilitators to promote and enhance community involvement in policy making and program planning.

7.2C.3a   Identify opportunities and develop appropriate plans for City personnel to meet and interact with citizen and community groups regarding City issues.

7.2C.3b   Prepare and train staff to effectively solicit community feedback for use in policy making and program planning.

Policy 7.2C.4 - Citizen Involvement in Policy Making

Assure that citizens and organizations are actively involved in the identification of community needs and the development of solutions.

7.2C.4a   Enhance the ability of board and commission members to act as key policy advisors to Council through orientation, training, and communication.

7.2C.4b   Develop appropriate community involvement plans and document community involvement for policy making and planning processes.

7.2C.4c   Establish community task forces to advise the City on issues when appropriate.

7.2C.4d   Assist citizens and community organizations in seeking community-based solutions where appropriate, rather than those led and financed by government.

Policy 7.2C.5 - Feedback
Provide opportunities for community input and monitor feedback.

7.2C.5a   Identify appropriate citizen feedback mechanisms to provide the optimal level of community input in public decision making.

7.2C.5b   Evaluate public involvement measures to ensure their utility as policy making and program planning tools.

7.2C.5c   Use surveys to determine community awareness and opinion concerning local issues and to provide information for policy and program planning.

Service Delivery

Goal 7.2D
Assure that all citizens have reasonable access to City information, services, programs, policy makers and staff within budgeted resources.

Policy 7.2D.1 - Needs Assessment
Assess community needs in provision of and access to City services.

7.2D.1a   Develop mechanisms to assess community needs in provision of services.

7.2D.1b   Monitor legislative and regulatory trends regarding citizen access and public information issues.

Policy 7.2D.2 - Marketing
Provide opportunities for all citizens and organizations to successfully interact and do business with the City.

7.2D.2a   Continue to provide and support a central information center in City Hall to assist citizens in locating and using City services.

7.2D.2b   Continue a high level of community awareness of City services and programs.

7.2D.2c   Develop mechanisms to evaluate the impact of marketing efforts on the public demand for services and the City's ability to deliver them.

Policy 7.2D.3 - Access
Provide reasonable and fair citizen access to information and services within budgeted resources.

7.2D.3a   Review City service levels to provide reasonable and cost effective access to City facilities, programs and services.

7.2D.3b   Respond in a timely manner to all citizen inquiries or concerns regarding City services.

7.2D.3c   Provide appropriate language translation assistance and translated materials to citizens seeking City services.

7.2D.3d   Enhance the ability of City programs and staff to serve community diversity.

7.2D.3e   Develop suitable customer feedback mechanisms for City programs to use to assess quality and customer service issues and opportunities for improvement.

Community Identity

Goal 7.2E
Create a strong, positive community identity.

Policy 7.2E.1 - Recognition
Encourage public and professional recognition through awards and promotion of significant accomplishments and innovations.

7.2E.1a   Identify opportunities for local, state and national recognition of City achievements, innovations, personnel, and programs and services.

7.2E.1b   Maintain a commitment to continuous improvement of City programs and services.

Policy 7.2E.2 - Community Celebration
Encourage celebrations of community and projects which focus on the character, diversity and quality of Sunnyvale.

7.2E.2a   Sponsor and support community special events which strengthen a positive community identity.

Policy 7.2E.3 - Regional Role
Take an appropriate active role in regional, state and national activities.

7.2E.4a   Exchange ideas and innovations with other communities.

7.2E.4b   Facilitate the exchange of technical assistance between the City and other agencies and the private sector.

Appendix A:
Historical Perspective

Community participation can be defined as local citizens or organizations influencing City policies and decisions, augmenting City services, and being actively involved in local events and programs. Community participation at its best is a continuing self-propelling phenomenon. Local citizen involvement is affected by the presence or lack of various political, social and economic factors within a community. The actions of the City can create an environment which promotes and enhances community involvement.

Throughout the last 40 years, community participation in Sunnyvale has been a microcosm of the changes which reflect both the successes and the growing pains experienced by the City. Depending on the issue, the form and leadership for community participation has varied. Schools, neighborhood groups, City Hall, and the business community have all stimulated citizen activism which responds to and shapes the impacts of local, state and national policies.

The City of Sunnyvale has maintained a strong commitment to a "customer service" approach to local government and focuses on addressing the needs of the community in an efficient and effective way. This commitment is reflected in the existing City programs and services which are a direct result of previous community participation efforts. Understanding the transformations that have occurred in community participation over the years is a necessary step before analyzing current and future needs and community conditions.

1950's

Events in the 1950's significantly affected Sunnyvale's future and helped shape the City's physical, economic and social atmosphere of today. The postwar economic and population boom caused Sunnyvale's population to grow from approximately 10,000 to 50,000 residents between 1950 and 1960. This population explosion, coupled with the arrival of the aerospace/defense industry in the form of Lockheed Missiles and Space Corporation, transformed Sunnyvale from a small agricultural town to a new "suburban city."

During the 1950's, citizens and City officials worked together to establish the foundation for City services and programs which are still in place today. The Council/Manager form of government was

officially adopted at the start of this period, and Sunnyvale made the transition from a volunteer fire department to a combined public safety department.

The City made the commitment to citizen involvement in major service areas through the establishment of four chartered citizen-based committees: the Library Board of Trustees (1914), the Planning Commission (1929), the Parks and Recreation Commission (1940), and the Personnel Board (1949). These commissions became more active during the 1950's as citizens and City officials focused on building and expanding public service facilities throughout the City to meet rapidly growing community needs.

The most visible community effort during this period was the 33-person Civic Improvement Committee, which successfully promoted the passage of a $6.8 million bond issue to underwrite costs for new parks, a new City Hall, five additional fire stations in residential areas, a City corporation yard, and an improved storm drain system.

Sunnyvale citizens were also actively involved in achieving the construction of additional elementary schools, Foothill/De Anza College and El Camino Hospital.

In 1959, Sunnyvale was selected as a national finalist for the All America City program in recognition of citizen involvement in the areas of education, economic development, and promotion of City services.

1960's

Invention of the microchip in 1959 began the transformation of Sunnyvale into a national and global center for high technology research and development and industry. Sunnyvale's population doubled in this decade, reaching nearly 100,000 in 1970 as it became a haven for hundreds of electronics firms, which brought thousands of high-tech jobs and new residents to Sunnyvale.

In 1963, the Citizen's Parks and Recreation Commission recommended the construction of a $4 million community center, supported by residents through passage of a bond issue. In 1968, the City Council appointed a 13-member Community Center Advisory Committee to determine facilities to be included and guidelines for operation.

On the national scene, the 1960's brought to the forefront issues such as civil rights, women's rights, environmental protection, energy conservation, and the peace movement, which began to set a tone for community participation in Sunnyvale and other communities throughout the nation.

1970's

By the 1970's, growth of the electronics industry was quickly making Sunnyvale, now Santa Clara County's second largest city, the industrial center for Silicon Valley. Telltale signs of growing pains were also becoming more evident as orchards disappeared while traffic and urbanization increased. The national headlines of Watergate and its implications for government, even at the local level, resulted in demands by citizens for more information and a more active role in the governmental process. New legislation mandating financial disclosure and environmental impact reports all were reflective of the "open government" theme that was being heard at all levels of government.

Locally, there was an emergence of active grass-roots organizations such as ORCHARDS, which was formed around the goals of open government, planned development and growth, and preservation of open space. Citizen input on improving the governmental process was also evident in citizen-initiated charter changes to limit the terms served by Council and board and commission members; community members also motivated institution of ordinances requiring newspaper publication of agendas and minutes.

Citizen involvement also became mandated for communities receiving certain types of federal funds. A Housing and Community Development Citizens Advisory Committee was formed in 1973 to provide input on the City's block grant program. Three years later, when the City became a prime sponsor to help guide the effort for federal job training programs (CETA), the Human Development Advisory Planning Council was formed.

In 1970, the City of Sunnyvale cooperated with the Stanford Research Institute (SRI) in a federally sponsored community renewal program addressing local housing issues. The project involved extensive community participation through a citizens' committee. Many of the citizens' recommendations led to City adoption of an aggressive housing rehabilitation program and establishment of a housing program within the Community Development Department.

In 1974, the City Council initiated an ambitious community participation effort under the auspices of "New Directions for Sunnyvale." The major features of the project included a citizen survey administered to 653 Sunnyvale residents; a day-long informational workshop attended by 550 citizens; and the formation of several citizen/Council task forces to develop recommendations around the areas of child care, citizen participation, economic development, housing, libraries, open space, public safety, recreation, transportation and waste treatment.

Another major community participation effort was undertaken in 1977 when the City Council initiated a study which led to revision of the General Plan for the central area of the City. The study called for extensive citizen participation in the planning program, including a 53-member citizens' committee which met weekly for nearly five months to provide recommendations to the Council.

Establishment of the City's Community Relations function in its present form took place in the late 1970's and early 1980's. The Community Relations Office became a fully-funded City program under the Office of the City Manager, with responsibilities in media relations, public information, community education, volunteer organization, and coordination of major special events and projects involving citizens.

1980's

Adoption of the Community Participation Sub-Element in 1983 established a long-term formal commitment to public information and citizen involvement and defined a direction for community participation efforts in the City. The success of that plan is evidenced by the extent to which its policies and action statements have been implemented. Sunnyvale's community participation efforts since 1983 have focused on achieving the public information and involvement goals contained in the 1983 sub-element: to ensure that citizens are informed about local issues, to provide public access to services and personnel, and to achieve a community in which citizens are actively involved in influencing policy decisions and participating in City programs.

Community Participation Since 1983

Community Education

MEDIA COVERAGE

The City adopted a comprehensive media relations policy in 1983 which outlined the philosophy, process and structure for local media relations. The City, sponsored by the Community Relations Office, has formed open relationships with the local press. New reporters covering Sunnyvale are provided a complete orientation to the community, and beat reporters have regular access to Council, staff and documents. In addition, the Community Relations Office provides both formal and informal training to assist Councilmembers and City staff in providing information to news media.

An important channel for public information which has expanded considerably since preparation of the 1983 sub-element is cable television. Action statements encouraged identification and provision of the optimum level of community affairs programming. Only one cable television channel was available for public/education/ government (PEG) access until expansion of the cable system in 1991 added three channels. The City negotiated funding from TCI, the local cable operator, to be used to establish services for PEG access. As a result, the City Council chambers were retrofitted with television cameras for telecasting of meetings, and operations commenced in 1993. The City continues to explore alternatives for expanding community affairs programming, although resources to accomplish more are limited.

INFORMATION PUBLICATION AND DISTRIBUTION

Publication and distribution of printed information regarding City services and programs and Council actions was one of the central policy directions of the 1983 Sub-Element. A comprehensive publication about City affairs was distributed annually to all residents beginning in 1983 and was expanded to a quarterly publication in 1988. In addition, City departments prepare and distribute appropriate publications to inform citizens about specific city programs, services and policies. The City compiled and published a comprehensive "Citizen Access Handbook" in 1993 which has become an information resource for community organizations and residents.

Departments which focus significantly on customer service use feedback forms to assess citizen needs for information and have explicit performance indicators in their service objectives which are based on citizen surveys. The Community Relations Office is actively involved in ensuring that City publications are accurate, accessible, and clear, and that necessary information is provided to inform citizens about projects in a timely manner. Citizen and readership surveys conducted in 1994 found that the community highly regarded the City's publications, the Quarterly Report, and overall public information efforts, and considered them very valuable.

In 1994, the City conducted public opinion surveys to measure the effectiveness of the Sunnyvale Quarterly Report in the context of general community information resources. The surveys found that nearly 90 percent of the respondents found the Report useful and interesting, and that citizens regarded it as a more useful source of civic information than the two newspapers serving the community. The same surveys also found a very high level of citizen satisfaction with the City's overall efforts to keep the public informed.

Community Involvement

VOLUNTEER SERVICES
City policy encourages representation of a wide spectrum of community interests in all major City activities. Involvement in City programs and services provides citizens with the opportunity to enhance their understanding of local government and better prepares them to influence decisions regarding their community. Sunnyvale residents have opportunities to volunteer in virtually every City program. The Volunteer Services Program was established in 1981 to coordinate the recruitment, placement and training of volunteers throughout the City organization. In a typical year, approximately 800 citizens volunteer more than 30,000 hours to a broad range of City services. The Volunteer Services Program also provides outreach to local clubs, schools and activities to identify interested volunteers on an organizational level.

NEIGHBORHOOD INVOLVEMENT
Community participation efforts have focused increasingly on neighborhood involvement since the mid-1980's. Neighborhood groups have been created to address specific issues and have evolved into active neighborhood associations. An example of this level of effort is the Sunnyvale Neighbors Actively Prepare (SNAP) program, which the Public Safety Department formed to organize emergency preparedness on a neighborhood level. It has since become a

mechanism for neighborhood organization which helps to establish and strengthen the sense of community.

Other neighborhood-based programs have been created to organize or support municipal services, neighborhood preservation and after-school child care. PARTNERS is a City sponsored cooperative program with neighborhood associations which focuses City and neighborhood resources to improve the quality of neighborhoods. The first PARTNERS project was with Lakewood Village Neighborhood Association in north Sunnyvale in 1992, and several other areas have followed.

Strengthening community leadership was the goal of a cooperative effort between the City and the Chamber of Commerce which led to the formation of Leadership Sunnyvale in 1985. The program has trained nearly 200 local citizens in the area of community knowledge and effective leadership, and graduates are now forming many local community organizations.

PROJECTS WITH PRIVATE INDUSTRY

In 1984, the City brought together a group of major industrial employers to meet regularly with staff and Council to discuss items of interest. In addition to this group, specific task forces have been established to discuss issues of concern to the business community, and a roundtable group of business facility managers has been established. A business newsletter is circulated by the City four to six times per year. Coordination with the business community is a stated goal of the City's economic development plan which was adopted in 1991. A marketing communications brochure for economic develop-ment was created and circulated within and outside the City in 1994.

These activities have led to cooperative projects between businesses with the City to identify practical solutions to improve the business climate in Sunnyvale. The City also enjoys a productive working relationship with the Chamber of Commerce, both for identifying and resolving mutual issues and for information sharing.

Policy Making and Program Planning

The City has continued to maintain citizen boards and commissions, whose members make recommendations to Council on issues of concern. Currently, the City has eleven standing citizen panels; new boards have been established as the need arises. The City also creates citizen task forces to discuss sensitive or significant issues and advise Council and staff. These task forces sometimes evolve into standing advisory committees.

The City continues to assure public access to all board, commission and Council meetings. Although such access is required by the State's Brown Act, the City established this access independently by policy and practice. Meetings are noticed and agendas available at least 3 days prior to each event; in addition, City Council meeting agendas and results are published in daily newspapers.

The City's policy-making process is discussed in the Legislative/Management Sub-Element of the General Plan. Key features include the annual Legislative Issues process, which identifies community and City Council priorities, and schedules them for consideration on the Council's legislative calendar. Both this process and budget preparation include participation from boards and commissions and public hearings to assure adequate opportunities for citizens to be involved.

Two action statements in the 1983 sub-element specifically addressed the issue of diversity of representation, both geographic and cultural. While representation of all neighborhoods on City boards and commissions was an issue at the time of the 1983 sub-element preparation, increased Council representation and service delivery for all neighborhoods have reduced perceptions of inequities between the northern and southern sections of the City. The City's Volunteer Services Program actively recruits members of all cultural groups to participate in City programs and services. An affirmative action policy for hiring of City staff also is included in the Legislative/Management Sub-Element.

City departments now actively solicit public comment and feedback during the planning of projects and services. For example, renovations of school open spaces during the 1980's and 90's by Parks and Recreation have been planned in conjunction with users of the facilities, neighbors and the School Districts to help assure a successful project.

Service Delivery

The 1983 sub-element included a policy encouraging access for all citizens to City staff, policy makers and services. An important point of access is the main reception desk in City Hall, which acts as a central information center. This desk is staffed by knowledgeable City personnel and was remodeled in 1990 to make it more accessible to visitors. The City also created the One Stop Permit Center in 1984 to facilitate the building permit issuance process. The Center combines in one location the services of Planning, Building Safety, Housing,

The Express Plan Check Service allows applicants whose plans can be reviewed in less than an hour to receive their permit over the counter at the time of application. Eighty-five percent of all permits are express checked and issued while the applicant waits.

A 1986 public opinion survey found that 90% of City residents rated municipal services "good" or better. Feedback measures at the program level have found that this level of satisfaction continues.

Fire Prevention, Public Works, Engineering, Traffic and Neighborhood Preservation. Citizens can use the Center to ask questions of staff, submit plans, request staff to access the computerized permit tracking system, and receive a permit through the Express Plan Check Service.

Two action statements in the 1983 plan addressed staff responsiveness to residents' concerns. Each City department is responsible for developing customer service action plans for identifying and addressing citizen concerns and comments. Feedback brochures are available at every public counter in the City; completed brochures are collected and sent to departments, which log, summarize and respond to them. The City established an internal Customer Service Committee in 1992 to develop and review departmental plans to enhance the quality of customer service provided by all City programs.

The City's planning and management system incorporates a variety of measurements to track quantity, quality and cost of municipal services. Specific performance indicators have been added to program budgets to measure citizen feedback and customer satisfaction. These indicators track the quality of service to citizens, using surveys, questionnaires, and other feedback activities, in order to evaluate program effectiveness and modify service delivery.

Access to services also is determined by responsiveness to citizen needs. Two action statements in the 1983 plan encourage staff to be responsive to residents' linguistic, geographic and scheduling needs in providing programs and services. Demand for scheduling and location of programs and services is considered by each department in evaluating effective service delivery. City staff with language translation capabilities have been identified to translate inquiries and program contents when needed. Through grants from the State, the Library also engages in extensive outreach with the Hispanic community. Spanish, Chinese and Vietnamese language translation for emergency service is provided by the State through the 911 system and through certified bilingual personnel.

The 1991 Americans with Disabilities Act (ADA) requires that all public facilities, programs and services be accessible to people with disabilities. The City of Sunnyvale has responded to the requirements of this federal law by developing plans and allocating more than $1 million to improve physical access to city facilities and to minimize obstacles to access for services and programs.

Community Identity

Action statements in the 1983 sub-element encourage the City to develop a positive community identity for citizens and staff. The Community Relations Office has coordinated an annual State of the City event since 1981 to bring residents together and recognize individual and City achievements. Other departments also sponsor community events, particularly Parks and Recreation. Major community events include Hands on the Arts, Eggstravaganza, Sunnyvale Day at the Giants, and special Senior Center events. The Chamber of Commerce also sponsors community wide events, ranging from an annual showcase of community and business achievements to the annual Arts and Wine festival in the downtown area, which attracts 150,000 people.

City departments regularly submit applications for awards from the professional organizations and other levels of government; the City has received a wide variety of awards over the years, including:

- All America City, 1981
- California Chapter American Planning
- Association Award for Leadership in Planning, 1989
- League of California Cities Award of Distinction for SNAP program, 1991
- U.S. Environmental Protection Agency Award of Excellence, 1991
- California State Municipal Finance Officers Association Award for Excellence in Operating Budget and Award of Excellence in Multi-Year Capital Budget, 1991

In addition to formal awards, the Clinton Administration recognized the City for its commitment to excellence in government when both President Clinton and Vice President Gore visited Sunnyvale in September 1993. They both cited the City of Sunnyvale as a model for the federal government. Similarly, local and national news media have highlighted the City's achievements in providing high-quality services efficiently and effectively, which has become a genuine source of local civic pride.

Appendix B:
1983 Action Statement Summary

The following matrix describes the action taken in response to each of the action statements in the 1983 Community Participation Sub-Element.

Action Statement	Publications and Materials	Staff Responsibilities	Analysis and Policy	Infrastructure and Funding	Other
Citizen Information					
Media Coverage					
7.2A.1a: Provide the press with timely and compre-hensive information regarding Council actions and City information of interest to the general public.	• News releases	• Regular Council meeting coverage by newspapers • Orientation for new reporters	• Media Relations policy	• Media Relations budget objective	
7.2A.1b: Provide assistance to the press in receiving information and access to the Council and City personnel for coverage of City issues.		• Community Relations Office training for staff and Council			
7.2A.1c: Continue to utilize the current television educational channel for public information				• TCI CATV rebuild • TCI funding for PEG expansion	
7.2A.1d: Identify and secure the optimum level of cable television community affairs programming desirable in the community.			• TCI refranchise • Council approval of CATV Govern-ment Channel	• KSUN startup and CATV coverage of Council/Planning Commission meetings and Bulletin Board	
Information Distribution					
7.2A.2a: Produce one comprehensive publication on City affairs annually which is distributed to all residents.	• Quarterly Report • Bimonthly utility bill stuffers • Direct mail publications for specific program issues		• Readership survey for Quarterly Report		

Action Statement	Publications and Materials	Staff Responsibilities	Analysis and Policy	Infrastructure and Funding	Other
7.2A.2b: Identify those citizens impacted by significant Council actions and ensure that they receive timely information on how to participate in the decision-making process.	• Posting and hand delivery of notices • Business newsletter	• Specific community participation plans for major issues • Mailing lists developed for issues of wide interest	• Determination of affected area on case by case basis		• Advisory committees and task forces for major issues.
7.2A.2c: Continue to assess community needs in producing informational publications on City programs and services.	• Customer service feedback forms	• Department service action plans • Program budget performance indicators for responsiveness	• Customer service task force directed departmental response plan development		• Program mission component to assess community conditions
7.2A.2d: Work with local school districts to develop programs and curriculum materials on local government	• Video on Sunnyvale budget system	• Mock Council meetings • Career Days			• Tomorrow's Leaders Today program

Citizen Access

Action Statement	Publications and Materials	Staff Responsibilities	Analysis and Policy	Infrastructure and Funding	Other
7.2A.3a: Continue to provide a central information center to assist citizens in locating and using City services	• Information display boards in lobbies of City buildings			• City Hall reception area	
7.2A.3b: Ensure that all public board and commission and Council meetings provide an opportunity for public input and involvement	• Council information sheet	• Agenda packets and meeting noticing three days in advance • Council agenda publication in newspapers • Agenda hotline • Agenda materials placed in Library • Council and Planning Commission meetings broadcast live on KSUN • Agenda broadcast on KSUN 5 days in advance		• Assisted Listening Devices in Council Chambers	• Requirement of Brown Act amendments; previous City policy • All agenda items are public hearings

Action Statement	Publications and Materials	Staff Responsibilities	Analysis and Policy	Infrastructure and Funding	Other
7.2A.3c: Encourage City personnel to meet and interact with citizen and community groups regarding City issues		• Public participation plans developed for appropriate projects • Volunteers placed in City programs			• Public contact listing in all reports to Council • New employee orientation • Interaction directed in administrative policies
7.2A.3d: Consider public demand in scheduling operating hours and locating City facilities, programs and public meetings.		• Community and neighborhood meetings for specific issues and services	• Considered in action plans on a case by case basis	• ADA review and modifications of programs and facilities for compliance	
7.2A.3e: Provide language translation assistance whenever feasible to citizens seeking City services.	• Translation of library materials through state grants	• Staff with translation ability identified and given premium on wage			
7.2A.3f: Respond in a timely manner to all citizen inquiries or concerns regarding City services.	• Feedback forms • Resource Guide for answer points • Citizen Access Handbook	• Component of department response plans • Answer point staff training		• "SunDial" automated citizen information system installed • Internet address established	• Departmental systems for logging and following up calls (e.g., PRD, PSD)
7.2A.3g: Make efforts to provide foreign language assistance for emergency services on a 24-hour basis.				• Public Safety Department use AT&T service	

Citizen Involvement and Participation

Encouragement of Citizen Involvement

7.2B.1a: Seek a diversity of representation in all citizen participation projects and activities sponsored by the City.		• Volunteer Services recruitment of diverse board and commission applicants			• Leadership Sunnyvale
7.2B.1b: Continue to provide central coordination for all citizen participation activities		• Community Relations Office			

Action Statement	Publications and Materials	Staff Responsibilities	Analysis and Policy	Infrastructure and Funding	Other
7.2B.1c: Involve board and commission members as key policy advisors to the City Council	• Board and commission meeting minutes	• Volunteer Services Program • Orientation and training for board and commission members	• Board and commission member surveys		• Involvement of boards and commissions in annual legislative agenda process
7.2B.1d: Strive to increase membership on boards and commissions from those neighborhoods identified as being under represented.		• PARTNERS Program • SNAP Program • Volunteer Services Program			• Increased representation from north Sunnyvale • Leadership Sunnyvale
7.2B.1e: Develop and publicize opportunities for citizens which offer a variety of available times and talents to be involved in City-sponsored volunteer activities		• Volunteer Services Program • SNAP Program • PARTNERS Program			
7.2B.1f: Publicly recognize citizen involvement, contributions and achievements.	• Mayoral certificates of appreciation	• Recognition at Council meetings			• State of the City event • Board and Commissions Recognition event
7.2B.1g: Strengthen contacts with local organizations which might initiate or respond to City volunteer efforts.		• Volunteer Services Program			• Leadership Sunnyvale
7.2B.1h: When appropriate, establish citizen task forces to advise the City on issues.		• Developed by City Council direction, by staff, or as part of a community participation plan	• Advisory groups for sub-element updates • Business advisory groups • Task forces for issues of sensitivity or magnitude		

Action Statement	Publications and Materials	Staff Responsibilities	Analysis and Policy	Infrastructure and Funding	Other
Projects with Private Industry					
7.2B.2a: Provide opportunities for the private sector to participate in influencing decision in which they are impacted.		• Economic Development Program	• Industrial Round Table • Facility Managers Round Table • Ad hoc business task forces		• Close coordination with Chamber of Commerce • Santa Clara County Manufacturing Group • Joint Venture: Silicon Valley
7.2B.2b: Encourage corporations to promote and recognize employees' community involvement.		• Volunteer Services Program	• Industrial Round Table		• Recognition of Business People of the Year • Business support for a variety of projects
7.2B.2c: Support and encourage local and regional efforts which promote corporate giving.			• "Youth Opportunity Fund" established with AMD grant		• Co-sponsorship of projects • Donations Policy adopted • Assist nonprofit federations with fundraising efforts
Positive Community Identity					
7.2B.3a: Sponsor at least one special community-wide event each year.		• State of the City event • Parks and Recreation special events			
7.2B.3b: Seek local, state and national recognition of City programs and services.	• Articles in professional and trade journals	• Departmental and City award applications			

RESOLUTION NO. 116-95

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SUNNYVALE AMENDING THE GENERAL PLAN BY REVISING THE COMMUNITY PARTICIPATION SUBELEMENT

WHEREAS, the Office of the City Manager has proposed an amendment to the 1972 General Plan of the City of Sunnyvale, as amended, to revised the Community Participation Subelement thereto, which proposed Subelement is set forth in Report to Council No. 95-058 dated February 7, 1995; and

WHEREAS, A Negative Declaration has been prepared in compliance with the requirements of the California Environmental Quality Act of 1970, as amended, and City Council Resolution No. 193-86; and

WHEREAS, the Planning Commission held a noticed public hearing on the proposed amendments on January 23, 1995, after which the Planning Commission recommended that the City Council adopt the amendment; and

WHEREAS, the City Council held a noticed public hearing to consider adoption of the amendment on February 7, 1995, at which time certain amendments to the Subelement were approved;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SUNNYVALE THAT:

1. The City Council finds and determines that the proposed amendment conforms with the requirements provided for in the Sunnyvale Municipal Code, that it is a suitable and logical change of the General Plan for the development of the City of Sunnyvale, and that it is in the public interest.

2.   The Community Participation Subelement as adopted, a copy of which is on file in the Office of the City Clerk of the City of Sunnyvale, is hereby added to the 1972 General Plan of the City of Sunnyvale.   The above-described Subelement, incorporating amendments approved at the time of adoption, is hereby incorporated by this reference.
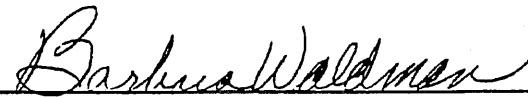
3.   The Mayor and City Clerk are directed to endorse the amendment to the 1972 General Plan of the City of Sunnyvale and to show that the same has been adopted by the City Council.

4.   The City Clerk is directed to file a certified copy of the amendment to the 1972 General Plan of the City of Sunnyvale with the Board of Supervisors and the Planning Commission of the County of Santa Clara and the planning agency of each city within

the County of Santa Clara. The City Clerk is directed further to

file a certified copy of the amendment with the legislative body of each city, the land of which may be included in said plan.
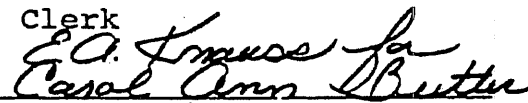
Adopted by the City Council at a regular meeting held on February 7, 1995, by the following vote:

AYES: ROBERTS, ROWE, NAPIER, KAWCZYNSKI, PARKER, NOLL, WALDMAN
NOES: NONE
ABSENT: NONE

APPROVED:

Barbara Waldman
Mayor

ATTEST:
City Clerk
By _Carol Ann Butter_
    Deputy City Clerk
(SEAL)